

EEO-81-063
27 May 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence
FROM: Director, Equal Employment Opportunity
SUBJECT: The Fiscal Year 1982 Affirmative Action Plan

1. Attached is the basic guidance to be used in the production of the directorate-level element of the Affirmative Action Plan of the Central Intelligence Agency. This package provides the uniform framework--instructions, format, and forms--for directorate assessment of the effectiveness and equity of its acquisition, development, and utilization of "minority" and female employees. The objective of the Plan is an Agency workforce that is representative of the equity of Agency recruitment, hiring, and selection and that is also reflective of an Agency determination to establish and maintain the highly varied workforce necessary to the requirements of a complex mission.

2. This Plan is designed to help meet the human resource needs of the Agency. It is also designed to assure CIA compliance with applicable laws, regulations, and guidance. This Plan does not differ in concept from the "transition year" Plan. However, it is improved in utility, objectivity, and design. In particular, this Plan provides:

- a. Analysis to identify discriminatory and counter-objective barriers and impediments to fair and effective workforce development and utilization;
- b. A demonstrated basis and justification for appropriate action, including those that recognize race, sex, ethnicity, etc.; and
- c. Strategies and goals that provide for objective-oriented action and accountability.

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3. Office of Equal Employment Opportunity program staff personnel are ready to assist directorates in the development and conduct of their Plans. For discussion or assistance, [redacted], Chief, Programs and Evaluation Staff, Extension [redacted] is the key action officer. We are also prepared to discuss this at your pleasure. Should you desire, Agency Equal Opportunity-Affirmative Action Policy and the AAP may be a proper subject for future Executive Committee discussion.

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Attachments:

- A. AAP Instructions
- B. AAP Format
- C. AAP Matrix
- D. National Availability Rates

We will decide whether Excom consideration is necessary/desirable when you have known together the assessment of progress made in the Agency in implementing the last AAP.

X

DIRECTORATE AFFIRMATIVE ACTION PLAN INSTRUCTIONS

(See Attached Format)

I. Policy Statement - The directorate head will here provide the purpose and goals of the directorate plan. The statement will report the major accomplishments of the previous year and assess the status of affirmative action efforts of the directorate.

The deputy director will also discuss the role and responsibilities of directorate managers for the directorate Affirmative Action Plan, providing directorate requirements for support of the program, tasks to be included in managers' Advance Work Plans, and criteria for manager evaluation.

II. Target Occupations - Select at least one target occupation from each (NFAC, S&T, DA, Independent*) Office and (DDO) Division using four criteria:

- (1) an occupational group with a relatively large number of employees
- (2) an occupational group with a broad grade range
- (3) an occupational group with a sufficient number of projected vacancies, and
- (4) an occupational group in which minorities or women are significantly underrepresented.

The Office of EEO statistician will provide workforce, population, and availability data by race, ethnicity, and sex, on request, to support the selection of target occupations.

III. Barrier and Impediment Analysis - In this section identify barriers and impediments that can be "demonstrated" to be operating to exclude women and minorities from employment or advancement into managerial or specific job ranks.

* The DCI Area may omit its target occupation selection from two of the larger Independent Offices (e.g., OPPM and OGC) following the same criteria. Alternatively, the DCI Area may form one or two single groups consisting of related occupations from several independent offices.

"Internal Problems and Barriers" - Policies or practices that restrict minorities or women from occupational categories. Such barriers may include promotion criteria, assignments selection procedures, and training selection. For example, are there procedures, not relevant to Agency need, which adversely affect the acquisition of women and minority engineers but not women and minority area specialists? "By Group" -- are there practices and attitudes which provide barriers that adversely affect the hiring or advancement of one sex or race group and not another?

"External Problems and Barriers" -- Barriers related to Agency employment in general, such as recruiting methodologies, Agency "image", or slow entry processing. Analysis of barriers related to occupational category or group follows the pattern described in the paragraph above and includes those that apply to such activities as recruiting, hiring, and processing.

IV. Pools

A. Internal Pools - Identify those pools of employees by either occupation or group that should provide an employee source for the target occupations.

B. External Pools - List organizations--professional, academic, or other--that can assist or serve as resources for the Agency's acquisition of women and minority applicants.

V. Personnel Acquisition Strategies -- The previous sections are concerned with the "which" and the "what". This section addresses the "how". The strategy seeks both the elimination of the barriers in Section III and the accomplishment of the goals established in Section VI. The Agency or directorate policy, plan, and activity to more effectively to recruit, develop, and utilize minorities and women is presented in detail here. In sum, this section is the "Operations Plan"--the key to the success of the Affirmative Action Plan.

VI. Goals and Timetables

A. This section presents the culmination of the analysis in Sections II, III, IV, and the strategies of Section V. Based on the degree of underrepresentation and projected vacancies, the barriers identified, the pools assessed, and the estimated success of the strategies -- numerical goals and timetables can be established using the attached matrix. Specifically, for each target occupation:

- (1) Estimate, using data provided, the number of vacancies in the target occupation over the next three years.
 - (2) Multiply the three-year vacancy estimate by the appropriate national availability rate.
 - (3) Enter the result in the appropriate section of the matrix. This number represents the estimated three-year goal for the target occupation.
- (B) To estimate the goal for Fiscal Year 1982:
- (1) Determine one-third of the three-year goal for the target occupation. If this goal is reasonable and reflective of internal and external acquisition strategies, capabilities, and special need, enter this number in the appropriate section of the "Goals and Timetables" matrix.
 - (2) The Fiscal Year 1982 goal, calculated above, may be either too ambitious or too modest for the probable effectiveness or productivity of the strategies employed and resources expended. If so, it may be adjusted, citing specific justification from the "strategy" section or citing specific overriding operational need.

Not to be overlooked in the section of "pools", the design of strategies and the setting of goals for the acquisition of minority and female personnel, are the characteristics and skills unique to the operational and production needs of Agency components. Goals set must reflect consideration of "underrepresentation", pool assessment, availability rates, etc. Goals must also reflect consideration of the present and future needs of the Agency when such needs include not only technical knowledge, skill, or education but also the cultural, language, ethnic background, and in some instances, physical appearance, particularly when these additional selection factors are relevant to operational need or balanced, in-depth analysis.

It is important that the process of goal setting be logical and objective yet reflective of commitment to Agency needs and interests. In setting goals and in determining underrepresentation, a major Agency tool is the verified availability estimate provided in Attachment D. Use of such estimates in both calculation of underrepresentation and in setting goals supports an objective, defensible result and facilitates accountability.

VII. Plan Evaluation - Describe in this section the procedures established in your directorate or area to assess and evaluate progress in the accomplishment of Affirmative Action goals. The measurement criteria should be specified, the method described, and the accountability of each responsible officer fixed.

DIRECTORATE AFFIRMATIVE ACTION PLAN FORMAT

I. POLICY STATEMENT OF DIRECTORATE (E CAREER SERVICE) HEAD

Directorate Purpose and Goals
Accomplishments of Past Year
Assessment of Current Status
Managerial Responsibility and Accountability
-- Support of Plan
-- Advance Work Plan Tasks
-- Performance Evaluation Report Evaluation Criteria

II. DIRECTORATE TARGET OCCUPATION(S)

III. BARRIER ANALYSIS

- A. Internal Problems and Barriers
 - 1. By Occupation
 - 2. By Group
 - 3. Other
- B. External Problems and Barriers
 - 1. By Occupation
 - 2. By Group
 - 3. Other

IV. POOLS

- A. Internal Resource Pools
 - 1. Occupational Categories
 - 2. Groups
- B. External Pools
 - 1. Professional Sources
 - 2. Academic Sources
 - 3. Other Sources

V. PERSONNEL ACQUISITION STRATEGIES

- A. Internal
 - 1. F.U.S.T.
 - 2. Upward Mobility
 - 3. Other

(V. PERSONNEL ACQUISITION STRATEGIES, Continued)

B. External Strategies

1. Recruitment

a.

b.

2. Community and Organizational Utilization and Support

3. Advertising

4. Other

VI. GOALS AND TIMETABLES

VII. PLAN EVALUATION

A. Criteria

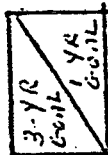
B. Method

C. Accountability

Attachment C

AGENCY AFFIRMATIVE ACTION PLAN

FISCAL YEARS 1982-84



DIRECTOR _____
OCCUPATION _____

GRADE

GRADE											
	1-6	7	8	9	10	11	12	13	14	15	S/S
WHITE	M										
	F										
BLACK	M										
	F										
Hispanic	M										
	F										
Asian-AMER.	M										
	F										
OTHER	M										
	F										

FOOTNOTES

Attachment D

National Availability Rates

	<u>Black</u>	<u>Spanish</u>	<u>Female</u>
Accounting	.0234	.0215	.2600
Aeronautical Engineering	.0109	.0269	.0164
Agronomy	.0262	.0148	.0796
Biology	.0510	.0281	.3490
Chemical Engineering	.0077	.0172	.0128
Chemistry	.0365	.0230	.1188
Civil Engineering	.0142	.0272	.0133
Computer Science	.0332	.0212	.1961
Economics	.0219	.0206	.1120
Electrical Engineering	.0134	.0226	.0166
Forestry	.0183	.0154	.0340
Geology	.0034	.0252	.0361
Journalism	.0209	.0173	.4040
Law	.0130	.0145	.0473
Library Science	.0638	.0169	.7917
Math	.0259	.0175	.1691
Mechanical Engineering	.0102	.0182	.0092
Personnel	.0502	.0240	.3072
Physics	.0139	.0215	.0395
Political Science	.0321	.0276	.2378
Psychology	.0346	.0190	.3820
Secretary	.0341	.0247	.9745

Source: U.S. Bureau of the Census
Census of Population: 1970
Detailed Characteristics
Final Report PC(1)-D1
United States Summary